

ADMINISTRATIVE INTERNAL USE ONLY

OIT-10296-86

12 JUN 1986

MEMORANDUM FOR: Director of Personnel

VIA: Deputy Director for Administration
Director of Medical Services

FROM: Edward J. Maloney
Director of Information Technology

SUBJECT: Conversion of Communications Operations Center
(COC) to 12-Hour Rotating Shift Schedule

1. Action Requested: The purpose of this memorandum is to seek approval of the Director of Personnel for the adoption of a 12-hour rotating shift schedule for operations personnel working duty shifts in the Communications Operations Center (COC), 1B-43 Headquarters, as recommended in paragraph 3.

2. Background:

a. Severe staffing shortages within the COC (which operates around the clock, seven days a week) have forced us to consider changing the normal 8-hour shift rotation to a 12-hour rotation. Current statistics show approximately 50 vacancies among the shift-working positions. Although we are taking steps to resolve the vacancy problem, the lag between recruiting, training, and assignment to production prevents us from anticipating any substantial relief from the situation for several months. We have concluded that a three-section, 12-hour shift schedule is a partial solution to alleviating the present situation, as it allows optimum use of the available personnel and offers other advantages.

b. The proposed schedule calls for three teams to work 12-hour shifts, allowing for one team to be in an off-duty status for a minimum of 48 hours. The built-in overtime of four hours each pay period for each person is not unreasonable and, in fact, should permit us to reduce overtime requirements overall. Additionally, when the permanent mid-watch was first implemented several years ago, it

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was not a difficult task to find volunteers to staff that shift; however, we are now forced to direct people to work the midnight shift, a measure we prefer to avoid.

25X1 c. The new 12-hour schedule would affect approximately [] positions in the Message and Data Communications Activity (MDCA) and the U.S. Network Activity (USNA) within the General Operations Group (GOG) of OIT. It does provide for those employees who are unable to work such a 12-hour rotating shift; they are identified as "special category employees." Included in this category are persons having documented serious medical problems, single parents unable to obtain adequate child care, part-time students, annuitants, and contractors. There are advantages to having people in this category as we look to them to help provide operational continuity between shifts through the knowledge gained from working with more than one watch team.

25X1 d. We believe our proposed schedule is one that will satisfy production and employee development requirements, without sacrificing humanitarian considerations. Twelve-hour work schedules are not unique and enjoy popularity where they are in use (the Data Base Control Center (DATEX), [] and several overseas OC facilities).

e. The schedule would be implemented on a trial basis for approximately 120 days, beginning shortly after approval. Prior to the end of that period we would assess the results and determine whether to seek ratification for continuing the schedule.

25X1 3. Recommendation: In view of the foregoing, it is recommended approval be granted for a 120-day trial period for a 12-hour rotating schedule.

[]
Edward J. Maloney

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CONCUR:

Director of Medical Services

Date

Deputy Director for Administration

Date

APPROVED:

Director of Personnel

Date

DC/GOG:

(20May86)

Retyped 4 June 1986/ps

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